

PERSONNEL PROCEDURES

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310756

31 July 1956

MEMORANDUM FOR: Director of Personnel

SUBJECT:

Semi-Annual Report of Progress and Program  
Plans PERSONNEL PROCUREMENT DIVISION

1. In compliance with your memorandum dated 11 July 1955 on the above subject, there is submitted herewith the Report of Progress and Program Plans of the Personnel Procurement Division for the second half of Fiscal Year 1956.

2. Statistics covering interviews, recommended cases, security initiations, and EOD's for Fiscal Year 1956 are appended. Emphasis has been placed during the past six months on recruiting clerical during the productive school season, JOT's, and communications type.

#### Clerical Recruitment

1. In spite of competition from numerous agencies, including many that have not been in the field for a number of years, we feel we were successful in getting at least our share of graduates from the schools and colleges in the eastern United States. Contact was made either by letter or by personal visit of a recruitment officer at every business and secretarial school, junior and senior college offering secretarial studies as far west as the Mississippi River. High schools were exploited through Maryland, West Virginia, North Carolina, and southern Pennsylvania. We made contact with no less than 700 schools. It could further be estimated that in view of the reception at most of these schools and the opportunities afforded our recruiters to publicly address groups of students, not less than 30,000 students had an opportunity to know of Agency employment opportunities. In addition, an attempt was made this year to exploit the California community college system. Contact was made with all 65 junior colleges in California. Attractive local employment situations, student apathy, distance to Washington, and the heretofore unheard-of Agency, blended to make the program at best a "missionary effort."

2. Below is the breakdown of completed clerical cases developed by the three Personnel Procurement Division Branches and processed through this Branch to the Personnel Assignment Division. Clerical is, in this report, construed to mean clerk-stenographers, clerk-typists, clerks (general and special), and administrative support personnel including couriers, messengers, IBM operators, labors, chauffeurs, and

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low-level reproduction workers.

Completed Clerical Cases Referred to PAD (1 Jan 56 - 30 June 56)

CRB	1115
DRB	504
SRB	58
Total	<u>1677</u>

3. The production of the Branch was increased during the school season by the assistance of the detailees assigned from various components of the Office of Personnel. Eight detailees contributed 91 man-weeks of recruiting. They conducted 1532 interviews which led to 374 completed recommended cases referred to PAD. The success of this program suggests that with the cooperation of the Office of Personnel it should be repeated each year. The chief feature of the program was our ability to fan out more extensively in the marginal territories to schools which are usually inaccessible because of our limited staff.

4. Early in April, CRB began to actively participate in the procurement of communications personnel. CRB, to date, has referred 164 completed recommended cases for review by the Office of Communications. To this number may be added another 26 completed cases submitted by Office of Communications detailees who participated in field recruitment under the auspices of this Branch. These detailees made seven field trips and conducted 112 interviews and recommended 66. Probably the chief value of these commo detailees has been the opportunity afforded CRB recruiters to actually work with the professional communicator and, thereby, learn first hand of the problems and requirements of the Office of Communications.

5. In the total interviews conducted by this Branch are included both Office of Personnel and Office of Communications detailee figures. During the period 3782 interviews were conducted. It could be generally estimated that not less than 90 per cent were clerical.

6. The present staffing of CRB consists of ten field recruitment officers, only four of whom have been in the field more than one year. Of the six junior men two have been in active recruitment less than six months. These facts should have some bearing on the Branch capabilities through the first half of FY 57. The extremely tight labor market for qualified clerical personnel will continue to be a hardship facing this activity. With very few exceptions, there are no recruitment areas in

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which the supply of clerical personnel exceeds the demand. Our present method of contacting potentially interested clerical people during the June to January (the non-school season) period is definitely limited. We will continue to use advertising as our chief source. The exploitation of the few private contacts we have with the airlines will continue and the occasional screening of student lists to be sent contact letters will provide some future production. However, without more positive publicity, it will be virtually impossible to meet the Agency's clerical needs after the initial deluge of school students have entered on duty. We hope the brochure will be a means to this end.

#### Communications Recruitment

During the last half of 1955 and the first half of 1956 commo requirements have reached the highest levels attained in a number of years. According to the Office of Communications [REDACTED] EOD's are required for the coming six month period. We believe this to be a twelve-month figure since the difference between the on-board strength and ceiling is less than [REDACTED]. However, in order to meet their stated needs, we are placing into security approximately [REDACTED] new cryptographers, radio operators, commo technicians, and engineers each month. A substantial part of the increased production has been due to the assigning of other than engineer types to the clerical recruitment staff.

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#### Departmental Recruitment

Due to a more aggressive approach to the Washington Metropolitan Area labor market, the number of interviews conducted at 2430 E Street increased 24 per cent during the first six months of this year compared to the same period last year. This office is now interviewing approximately 8000 applicants a year. One clerical recruiter has been transferred to this Branch to handle the increased load and to assist in carrying out the policy of generating candidates as well as interviewing those who walk in to that office.

#### Professional Recruitment

1. During the second half of the year the professional recruiters in the Specialized Recruitment Branch were engaged primarily in JOT recruitment, commo, special recruitment for [REDACTED] and [REDACTED]. A comparison of the 1956 statistics with 1955 will show an over-all increase

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of 33 per cent was attained in professional cases going into security while meeting all external needs for the priority projects.

2. Our greatest problem is the recruitment of electronics engineers and electronics technicians. This problem is country-wide for all organizations requiring men with this training. Our limitations lie first in the amount of time required to select, process, and make an offer to a candidate, and second, in the salary and moving expenses which we can offer him.

3. Our second problem lies in JOT recruitment. It is our estimate that 60 to 65 men and women will EOD as a result of the recruitment of the past 12 months. This figure is a sizable improvement over the production of previous years, but it leaves us with a problem for the coming year when 100 or more people are desired.

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4. Draft Eligibles. Although Agency Regulation [REDACTED] permits the recruitment of draft eligibles when qualified veterans cannot be found and when it is likely that we shall have a year or more of service before the man is drafted, few offices are taking advantage of this Regulation. Since there are a large number of men seeking their first jobs who have not completed their military duty, we are eliminating a large number of well qualified candidates from consideration.

5. Salaries and Fringe Benefits. Our salary offerings are not competitive with private industry, as shown in a number of recent studies. Our offers to Ph. D.'s are not competitive with what is being offered to the better Ph.D. by university standards. Our inability to pay the cost of moving for a new employee places us at a disadvantage in competition with private industry. Some progress has been made in salaries through the recent increases for engineers and natural scientists. Current discussion in Congress with respect to paying moving expenses to Washington or to the first place of employment for engineers and natural scientists will, if approved, be a notable assistance to our recruiting effort.

Plans

1. Two brochures are being planned. The first brochure is intended for JOT's only. We hope to follow with another brochure aimed at the professional need for "specific" jobs.

2. Briefings for consultants and SRB recruiters are planned for the first part of October with an arrangement for an overlap so that

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consultants and recruiters may become acquainted with each other.

3. Plans are under way to organize recruiting trips to the various universities through the efforts of a large number of volunteer recruiters from DDP.

4. It is hoped that arrangements can be made for junior officers to write their placement people in the colleges from which they graduated and to their old faculty friends, urging that future graduates be informed of CIA possibilities for employment.


5. Plans are being made by Chief, A&E, OTR, in conjunction with PPD to coordinate the testing programs of NSA and CIA so that we can use the testing centers which NSA is setting up at more than 100 universities.

6. We will continue to utilize clerical recruiters on recruiting commo technicians, radio operators, and cryptographers.

7. The "positive" approach to the Washington labor market will be continued in DRB.

8. Increased emphasis will be given to the recruitment of engineers and scientists and one SRB recruiter will be given full responsibility for this type of professional recruiting.

9. Analyses will be made of clerical recruitment for the first and last halves of calendar year 1956. We hope to obtain valuable data from these analyses as to the most profitable clerical sources, declination reasons and rates, and other information which will be of great value in planning the 1957 school campaign.

  
Chief, Personnel Procurement  
Division

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Attachment  
Production of PPD for FY 56

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## PRODUCTION OF PERSONNEL PROCUREMENT DIVISION

FISCAL YEAR 1956

	Interviews		Recommended Cases		Security Initiations		EOD's	
	Cler.*	Prof.	Cler.	Prof.	Cler.	Prof.	Cler.	Prof.
Office of the Chief	14	47	0	6	1	11		
SRB	1435	3198	633	1085	454	440		
CRB	5841	104	2128	89	1327	12		
DRB	4141	3239	2153	1175	920	193		
	<u>11,431</u>	<u>6588</u>	<u>4914</u>	<u>2355</u>	<u>2702</u>	<u>656</u>		

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\* Clerical: GS-6 and below, except JOT's; Professional: all types GS-7 and above

Combined Totals:	Interviews	Recommended Cases	Security Initiations	EOD's
Office of the Chief	61	6	12	
SRB	4633	1718	894	
CRB	5945	2217	1339	
DRB	7380	3328	1113	
	<u>18,019</u>	<u>7269</u>	<u>3358</u>	

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NOTE: Above figures include production of persons detailed to the Division during the last half of FY 56 inasmuch as the cut-off date of 30 June 56 limits reporting of outcome of all detailee recruitment, a full report of this effort will be made at the time of the Semi-Annual Progress Report for July-December 1956, FY 57.

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